

MEMORANDUM FOR: Director of Personnel

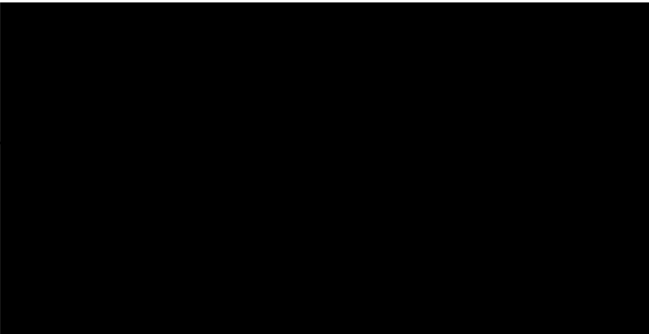
SUBJECT : Standardization of the Use of Organizational  
Titles within the Agency

1. The basic principle underlying position classification is that of equity. Proper application of the classification system will also result in the orderly grouping of positions according to type, knowledges and skills required, and grade level. This grouping is essential for recruitment, placement, and similar administrative purposes. A related advantage which the classification system offers is that of the uniform titling practice which calls for the development of standard position titles to form an understandable and uniform terminology. I believe that this practice of uniform titling of positions should now be extended to the titling of the various organizational elements within the Agency, a step which is probably long overdue.

2. At present, there are no formal guidelines available when organizational titles are established. This lack of information has lead to inconsistencies in the use of organizational titles and has contributed to misunderstandings of what an organizational title should provide, i.e., a descriptive identification of the organizational unit and a clear indication of the rank or echelon of the unit. The lack of consistency in titling of organizational units within the Agency, and the resultant confusion, is evidenced by the

following review relating to numbers of positions, organizational echelons, and organizational titles:

a. Range in Numbers of Positions by Organizational Element by Directorate

<u>Org. Title</u>	<u>DDI</u>	<u>DDM&amp;S</u>	<u>DDO</u>	<u>DDS&amp;T</u>
25X9A2 Office				
Group				
Division				
Branch				
Staff				

As can be seen from the above, there is no relationship between organizational titles and size of organizations between directorates as well as within the directorates.

b. Organizational Titles and Echelons by Directorate

<u>Echelon</u>	<u>DDI</u>	<u>DDM&amp;S</u>	<u>DDO</u>	<u>DDS&amp;T</u>
1st	Office	Office	Division	Office
2nd	Group/Staff Div.	Deputy/Staff Division	Group/Staff Branch	Staff Division
3rd	Branch	Division Branch	Branch Section	Branch
4th	Section	Branch Section	Section Unit	Section
5th	Unit	Unit	-----	Unit

As indicated above, there are significant variations between organizational title and echelon among directorates. To further

confuse the picture, in some offices or divisions the title of Group is being used to identify the first echelon and branch to identify the second echelons in a portion of the office. For the remainder of the office, the title of branch is being used for the first echelon and section for the third.

3. Accordingly, I recommend that formal guides on the application of organizational titles be issued to provide a framework for uniform titling and standard terminology based on the following definitions and rationale.

a. OFFICE: The first sub-division of a directorate consisting of two or more operating divisions and support elements. Normally an office should have a minimum of 200 or more positions.

b. DIVISION: The first sub-division of an office and consisting of two or more branches with a minimum of 50 positions.

c. BRANCH: The second sub-division of an office and consisting of 15 or more positions. Branches may be broken out into sections when the number of positions are sufficiently large to require subordinate supervisors.

d. SECTION: The third sub-division of an office and consisting of five or more positions. Sections will only be established when there is a need to identify unique functions of sufficient size to require a separate supervisor.

e. UNIT: The fourth sub-division of an office. The

f. STAFF: An organizational title used to identify elements which provide advisory or support services. The staff element title may be used at any echelon but normally will not be found below the division level. When used within a given organization it will equate to the first level breakout of the organization. Example: the support staff of an office will be considered at the same level as a division of the office. A staff in a division will be considered at the same level as a branch of the division.

4. As a rule, organizational elements should be established to reflect supervisory levels and significant functional breakouts. Size or numbers of positions alone should not be the controlling factor in establishing new organizations. However, in the interest of good management and effective manpower utilization, size should be given consideration in the development of organizations. The establishment of unnecessary organizational echelons only tends to slow down the flow of work and adds to overhead cost.

5. In general, organizational elements should not be established if they do not contain the minimum positions indicated in the definitions. In some areas, such as medical, engineering, legal, etc., it may be necessary to establish an office with less than the minimum indicated in the definitions because of the unique, highly professional nature of activities involved. As a rule-of-thumb the ratio of supervisors to workers will increase proportionally to the increase in the technical or professional nature of the work.

6. Titles such as "Area", "Activity", "Group", "School", "Facility", etc. which have no meaning in terms of organizational echelon have been excluded from consideration in the proposed organizational titles to be used by the Agency.